

Core Question 3: Is the organization effective and well run?

The Governance and Leadership Performance Framework, outlined in Core Question 3, gauges the academic and operational leadership of schools. Core Question 3 consists of five indicators designed to measure schools on how well their school administration and board of directors comply with the terms of their charter agreement, applicable laws, and authorizer expectations.

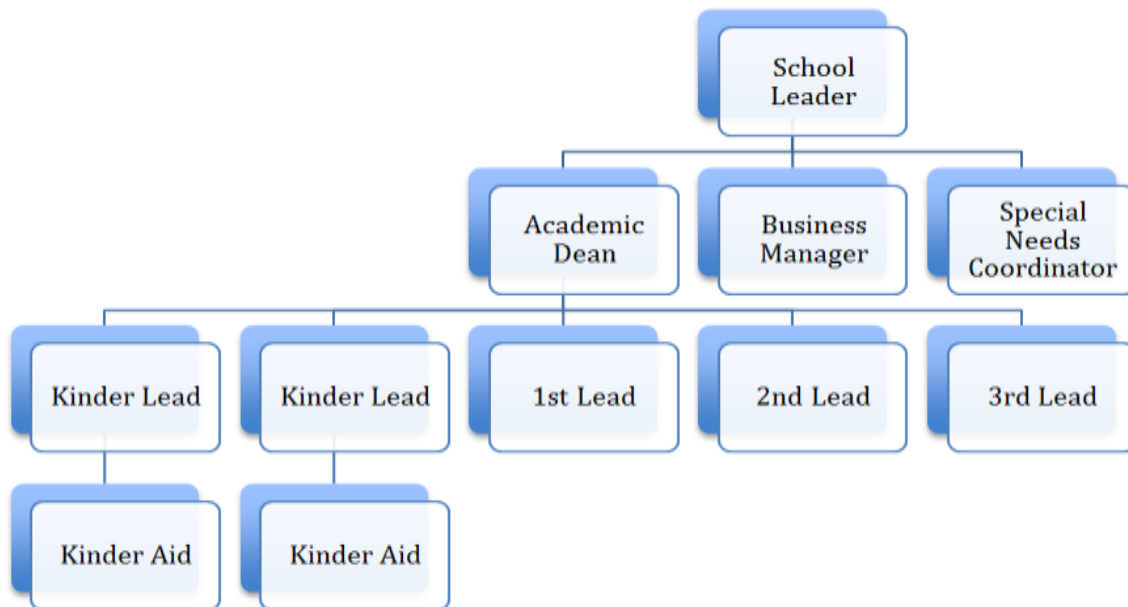
3.1. Is the school leader strong in his or her academic and organizational leadership?							
Indicator Targets	Does not meet standard	The school leader presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.					
	Approaching standard	The school leader presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.					
	Meets standard	The school leader complies with and presents no concerns in the sub-indicators below.					
	Exceeds standard	The school leader consistently and effectively complies with and presents no concerns in the sub-indicators below.					
3.1 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	MS						
Sub-indicator Ratings	Sub-indicators						Rating
	Demonstration of sufficient academic and leadership experience						MS
	Leadership stability in key administrative positions						MS
	Communication with internal and external stakeholders						ES
	Clarity of roles among schools and staff						MS
	Engagement in a continuous process of improvement and establishment of systems for addressing areas of deficiency in a timely manner						MS
	Consistency in providing information to and consulting with the schools' board of directors						MS

The founding Principal of Enlace Academy (Enlace) has over a decade of education experience. He taught at the elementary, middle, and high school levels before completing school leadership training through the KIPP Miles Family Fellowship and Fisher Fellowship and joining Enlace. The school leadership team, including the Dean of Academics, Special Education Coordinator, and Business Manager, demonstrated sufficient academic and operational expertise and remained stable over the course of the year. Due to a reduction in staff early in

the year caused by budgetary concerns, there were some slight shifts in responsibilities. Overall, however, staff roles were clearly delineated.

The Principal consistently communicated with internal and external stakeholders, including the school staff, board of directors, Board Chair, Mayor's Office (OEI), community partners, and families. He created an organized calendar for staff meetings and professional development and worked to develop several community partners. For example, he built and maintained a strong partnership with the Principal at Gambold Preparatory Magnet High School, with which Enlace co-locates, where they were able to share the building space effectively and collaborate on school initiatives. He provided a Principal's Report at every board meeting that included updates on school events and student performance data. Information was consistently accurate, relevant, and timely, and allowed the board to react appropriately to school performance.

Organizational Chart



The Principal and Academic Dean worked closely in collecting and analyzing school data to inform day-to-day decisions. Due to unexpectedly low enrollment, they were forced to make difficult staffing decisions and reorganize the staff to best serve students within strict budget constraints. For the majority of the year, this staffing structure required both of them to teach part time while managing their other responsibilities. Despite this challenging situation, they were both able to focus on student academic and behavioral data to identify strengths and gaps in performance. With the support of the Special Education Coordinator, they structured additional learning supports for students with special needs and English Language Learners and continued to explore strategies, including the implementation of a blended learning curriculum.

Overall, the school leadership was consistently effective in its organizational and academic oversight and receives a meeting standard for this indicator.

3.2. Does the school satisfactorily comply with all its organizational structure and governance obligations?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.2 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	ES						
Sub-indicator Ratings	Sub-indicators						Rating
	Submission of all required compliance documentation in a timely manner as set forth by the Mayor's Office, including but not limited to: meeting minutes and schedules, board member information, compliance reports and employee documentation						ES
	Compliance with the terms of its charter, including amendments, school policies and regulations, and applicable federal and state laws						MS
	Proactive and productive collaboration with its board and/or management organization (if applicable) in meeting governance obligations						ES
	Active participation in scheduled meetings with OEI, including the submission of required documentation by deadlines						MS

During the 2013-2014 school year, the Business Manager was primarily responsible for submitting compliance documents to the Mayor's Office (OEI) and the Indiana Department of Education (IDOE). Each month, she ensured timely submission of documents such as employee spreadsheets, board meeting minutes, and quarterly reports.

Additionally, Enlace maintained compliance with all material sections of its charter and submitted amendments when necessary. The Principal was consistently engaged in meetings with OEI and maintained frequent communication with OEI between scheduled meetings. For these reasons, Enlace is exceeding standard for compliance obligations.

3.3. Is the school's board active, knowledgeable, and does it abide by appropriate policies, systems, and processes in its oversight?							
Indicator Targets	Does not meet standard			The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.			
	Approaching standard			The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.			
	Meets standard			The school complies with and presents no concerns in the sub-indicators below.			
	Exceeds standard			The school consistently and effectively complies with and presents no concerns in the sub-indicators below.			
3.3 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	MS						
Sub-indicator Ratings	Sub-indicators						Rating
	Timely communication of organizational, leadership, academic, fiscal, or facility deficiencies to the Mayor's Office; or when the school's management company (if applicable) fails to meet its obligations as set forth in the charter						ES
	Clear understanding of the mission and vision of the school						MS
	Adherence to board policies and procedures, including those established in the by-laws, and revision of policies and procedures, as necessary						MS
	Recruitment and selection of members that are knowledgeable, represent diverse skill sets, and act in the best interest of the school and establishment of systems for member orientation and training						MS
	Effective and transparent management of conflicts of interest						MS
	Collaboration with school leadership that is fair, timely, consistent, and transparent in handling complaints or concerns						ES
	Adherence to its charter agreement as it pertains to governance structure						MS
	Holding of all meetings in accordance with Indiana Open Door Law						MS

The founding board of Enlace is active, experienced, and provides competent oversight of the school. The board is comprised of individuals with experience in finance, education, marketing, business, law, and community outreach. While it did experience slight turnover once the school was opened, they were able to quickly recruit two members to fill the vacancies. They continue to recruit directors to further diversify the board roster.

A review of meeting minutes and notes demonstrates the board's clear understanding of and commitment to the school's mission to provide a classical education through blended learning and character education. When the school experienced the unexpected low enrollment, directors immediately worked to redesign the budget and develop several marketing, fundraising, and recruitment plans. The board provided the Principal a high level of autonomy, allowing him to use his expertise to make decisions that would directly impact the school and students. Although finances took up a majority of the board's energy during this first year in operation, they were able to maintain a focus on the students and ensure they were receiving the services and supports they needed to have a successful year at Enlace. The board met monthly and regularly met quorum, with the majority of directors consistently in attendance. All directors were highly engaged in meetings and offered expertise and support where appropriate.

Skill Sets Represented on Board

Education



Business/
Marketing



Finance



Legal



Community



Board Overview

VBP Indy, Inc. holds the charter for Enlace Academy.

7

Members

majority

Required for Quorum

The Enlace board meets monthly.

This is the first school for VBP Indy, Inc. It currently does not contract out with any Charter Management Organizations or Education Service Providers.

The Board Chair and Principal maintained consistent communication with one another and the Mayor's Office (OEI). They were proactive in providing to OEI up to date and transparent information regarding student enrollment, budget and staffing changes, student performance, and facility plans. Meetings were held as scheduled, met quorum, and abided by Indiana Open Door Law. When conflicts of interest occurred, they were handled transparently and appropriately.

Due to the consistent leadership and stewardship of the board of directors, Enlace is meeting standard for board governance.

3.4. Does the school's board work to foster a school environment that is viable and effective?							
Indicator Targets	Does not meet standard	The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.					
	Approaching standard	The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.					
	Meets standard	The school complies with and presents no concerns in the sub-indicators below.					
	Exceeds standard	The school consistently and effectively complies with and presents no concerns in the sub-indicators below.					
3.4 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	AS						
Sub-indicator Ratings	Sub-indicators						Rating
	Regular communication with school leadership and/or its management company						ES
	Annual utilization of a performance based evaluation to assess its own performance, that of the school leader, and management organization (if applicable)						DNMS
	Collaboration with the school leader to establish clear objectives, priorities, and goals						AS
	Interaction with school leader that is conducive to the success of the school, including requesting and disseminating information in a timely manner, providing continuous and constructive feedback, and engaging the school leader in school improvement plans						ES

The Enlace board holds monthly meetings at which the Principal and Business Manager provide updated reports on school performance. Between meetings, the Principal maintained frequent contact with the Board Chair, particularly in the beginning of the year when the school was starting and enrollment was unexpectedly low.

At the close of the 2013-2014 school year, the board had not yet implemented a formal method of evaluating the Principal's performance or that of its own. While the board did provide informal formative feedback throughout the year and helped the Principal focus on specific priorities, the lack of a formalized evaluation and benchmarking system prohibited the board from clearly identifying goals and priorities for itself and the school and from evaluating both at the close of the year.

In all observed meetings and interactions, the board and the Principal appeared to have a positive and collaborative working relationship. Meetings and communications were respectful and supportive, indicating a shared commitment to the school's mission. However, due to the lack of formalized evaluation systems, Enlace is approaching standard for school and board environment.

3.5. Does the school comply with applicable laws, regulations, and provisions of the charter agreement relating to the safety and security of the facility?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.5 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	MS						
Sub-indicator Ratings	Sub-indicators						Rating
	Health and safety code requirements						MS
	Facility accessibility						MS
	Updated safety and emergency management plans						MS
	A facility that is well suited to meet the curricular and social needs of the students, faculty, and members of the community						MS

In 2013-14, Enlace's facility met all health and safety code requirements and provided a safe environment conducive to learning. The facility's design, size, maintenance, security, equipment and furniture were all adequate to meet the school's needs. The school was accessible to all, including people with physical disabilities. The Mayor's Office monitoring of Enlace's compliance with health and safety code requirements did not reveal any significant concerns related to these obligations. Accordingly, the school is meeting standard for this indicator for 2013-14.